OIA-86/78 -
13 October 1978

STATINTL

MEMORANDUM FOR: [ ]

SUBJECT   :   Suggested Talking Points for DDCI on New Personnel
                Policies

     1. There are several issues which the Office of Imagery Analysis
would like Mr. Carlucci to address at the 19 October office director's
meeting. The first deals with the apparent difference of preceptions
regarding the merits of the previously existing personnel policies and
procedures. I think I can speak for the office directors in stating
that the old system was basically a good system. It may have had some
faults but they were not major ones, and action was being taken to
correct them. It is our impressions that the DCI and DDCI has a quite
different preception of the old system--one that needed major changes
due to problems caused by decentralization and lack of uniformity.

Question: What was the DCI's and DDCI's preception of the old personnel
system, and what were the primary sources of information from which this
preception was formed?

     2. The second issue deals with the way the new personnel procedures
are being implemented. Again, I think it is fair to state that the
office directors believe there should have been more consultation with
line management regarding the content of the new procedures and how they
are being implemented. It is our impression that the DCI and DDCI
thought so little of the old system that they needed to develop and
implement a completely new system without input from line management.
The result of this impression is that line managers feel their authority
and leadership is being undermined, and that the work force believes
their supervisors and managers have little power or opportunity to
represent or protect their interests. This is not to say that anyone is
questioning the right of the DCI or DDCI to formulate and institute
programs, but it does raise the question of why this approach was used.

Question: What caused the DCI and DDCI to take the approach they did in
formulating and implementing the present personnel program? Why was
there not more consultation with line management?

     3. Given the fact that we do have a new personnel system, and that
additional changes to past practices may be forthcoming, is there some
way the impact of the new program could be lessened? By moving so
quickly and changing so many aspects of the personnel system it appears

that the program is being handled in a heavy-handed manner. If more
time were available to adjust to new specific procedures and work out
the bugs, the impact might not be as bad.

Question: What is driving the DCI and DDCI to move so quickly in
implementing the new policies? Is there any possibility to move more
slowly, to accomodate the best implementation of the new procedures and
work out the bugs of specific procedures before moving on to the next
aspect? For example, the definitions and corresponding numerical ratings
for the competitive evaluation factors have caused some confusion--
people interpret their meanings differently. Why not sort out this
problem before instituting a new fitness report procedure?

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